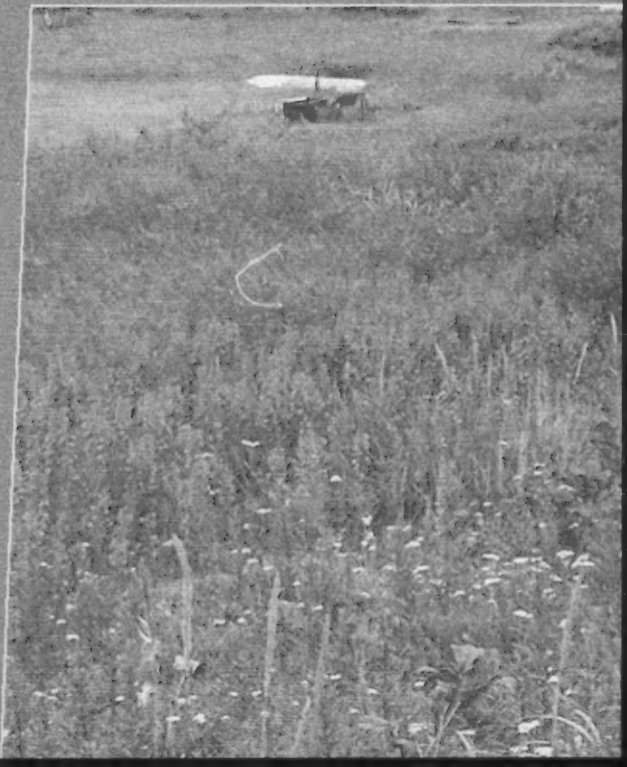
# Labrador Affairs Office
# Annual Report
# 2011-12

Newfoundland Labrador



Front and back cover photos:
Nain, Labrador

# Minister's Message

I am pleased to present the Annual Report for the Labrador Affairs Office. The report highlights the activities and outcomes during the past fiscal year from April 1, 2011 to March 31, 2012. As the Minister Responsible for the Labrador Affairs Office, I acknowledge the accountability for the preparation of this report and the results reported herein. My signature below is indicative of my accountability for the actual results reported.

The Labrador Affairs Office is a newly established entity of Executive Council, with a mandate to: co-ordinate and develop policies and programs relating to significant issues of government interest in Labrador; advance social and economic development in Labrador; monitor government programs and services in Labrador; and administer Labrador-specific programs as delegated by the Provincial Government.

Hard work, dedication and teamwork within the Labrador Affairs Office have enabled the Government of Newfoundland and Labrador to meet many important goals over the fiscal year. Some highlights include:

- Facilitating and hosting the Northern Development Ministers' Forum in Happy Valley-Goose Bay from February 5 to 8, 2012;
- Continuing to monitor Government commitments in Labrador through the framework of the *Northern Strategic Plan* for Labrador; and,
- Planning the establishment of a new Labrador Affairs Office in Labrador West.

I look forward to the next year and would like to take this opportunity to acknowledge the contributions of my predecessor for the first half of the reporting period; John Hickey, who served as Minister for Labrador Affairs.

Nick McGrath, M.H.A. Labrador West
Minister for Intergovernmental and Aboriginal Affairs and
Minister Responsible for Labrador Affairs

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# Introduction

In fulfilling its commitment to being accountable to the citizens of Newfoundland and Labrador, the Provincial Government introduced the *Transparency and Accountability Act* (the *Act*). The *Act* provides the legislative framework for strengthening accountability of Provincial Government entities through multi-year performance-based plans and annual performance reports that are presented in the House of Assembly. This Annual Report identifies progress of the Labrador Affairs Office (LAO) during the 2011-12 fiscal year in achieving the objectives set out in the 2011-14 Activity Plan. LAO is considered a Category 3 Public Entity within the context of the *Act*. In accordance with the *Act*, LAO's Activity Plan outlined the priorities for the 2011-12 to 2013-14 fiscal years. The Office tabled its 2011-2014 Activity Plan on April 17, 2012.

### Organizational Structure and Location

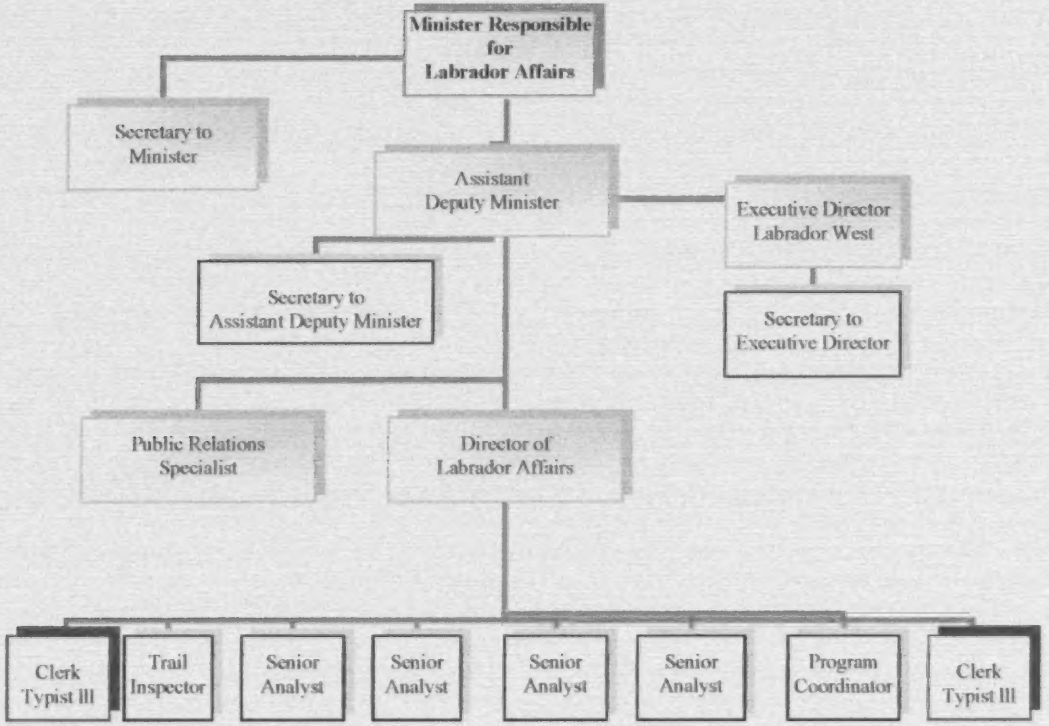
On October 28, 2011, a number of departments/entities were restructured within government. The former Department of Labrador and Aboriginal Affairs was one of these departments. Aboriginal Affairs merged with Intergovernmental Affairs Secretariat to become Intergovernmental and Aboriginal Affairs Secretariat. The Labrador Affairs Branch of Labrador and Aboriginal Affairs is now the Labrador Affairs Office of Executive Council.

Labrador Affairs Office focuses on economic and social development initiatives that impact Labrador.

## Vision

The Labrador Affairs Office vision is of a strong, sustainable and vibrant Labrador, where all people have the opportunity to prosper and contribute to their communities, regions, and the province

## Labrador Affairs Office Organizational Flow Chart




Labrador Affairs Office is located in Happy Valley-Goose Bay with plans to establish an office in Labrador West during the 2012-2013 fiscal year. As of October 28, 2011 the offices consist of 14 employees (6 male and 8 female). The Minister responsible for Labrador Affairs also has an office in St John's. The Director of Communications for the Office is located in St John's, as well.

## Financial Statistics

The budget for the Labrador Affairs Office was $2.3 million for the 2011-12 fiscal year. The financial statement for 2011-12 is located at the end of this report.

## Mandate

The mandate of the Labrador Affairs Office, is built upon the Office Notice under the *Executive Council Act*, and is to:

a) co-ordinate and develop policies and programs relating to significant issues of government interest in Labrador;
b) advance social and economic development in Labrador;
c) monitor government programs and services in Labrador; and,
d) administer Labrador-specific programs as delegated by the Provincial Government.

## Lines of Business

1. Policy and Planning

The Labrador Affairs Office is responsible for the development, implementation and administration of provincial policies and associated agreements respecting Labrador issues.

The Labrador Affairs Office liaises with provincial departments/entities and other jurisdictions on Labrador issues. In doing so, the Office aims to ensure that provincial policies, programs and services consider the unique concerns of Labrador communities, mainly via the provision of advice to provincial offices and agencies, and participation in provincial horizontal initiatives. The Labrador Affairs Office strives to develop a focused approach to government's service delivery in Labrador and demonstrates government's commitment to support Labrador issues through programs and policies.

2. Program Administration

The Labrador Affairs Office is responsible for the administration of a number of grants and subsidies unique to Labrador including:

- Air Foodlift Subsidy;
- Labrador Transportation Grooming Subsidy;
- YC Grant (Youth Conference); and,
- Combined Councils of Labrador funding.

The Labrador Affairs Office liaises with other northern ministries and assists in the management of intergovernmental relations on Labrador/northern issues.

## 3. Coordination and Collaboration

The Labrador Affairs Office is mandated to advance social and economic development in Labrador. This is achieved through coordination and collaboration of Labrador related initiatives. The Office collaborates with Provincial Government departments/entities, federal, Aboriginal and municipal governments and industry organizations to support advancement of economic and social development in Labrador. Often the Labrador Affairs Office takes the lead role in coordinating intergovernmental committees such as the Environmental Management Planning and Consultative Committee and the Northern Development Ministers' Forum.

West St Modest, Labrador Straits

# Shared Commitments

Shared commitments represent those objectives that could not be met without the participation and actions of partners. In much of the Office's work, collaboration is integral to the achievement of the objectives identified in the Activity Plan. On a daily basis, LAO played a lead role in coordinating among provincial departments/entities, the Federal Government and other associated groups on issues pertaining to Labrador residents.

Although LAO administers some 'Labrador-specific' programs most programs and services provided by the Provincial Government to Labrador residents are typically delivered by other departments or entities. Labrador-specific programs refer to programs that are delivered by the Provincial Government only in Labrador.

Much of the Office's activities include those for which it is the designated lead such as implementation and monitoring of the *Northern Strategic Plan*, and coordination of the Northern Development Ministers' Forum which involved close collaboration with one or more provincial public entities. These collaborative efforts support LAO's strategic direction to advancing social and economic development in Labrador.

The Office played a role more like a central agency, as a co-ordinating and advisory body rather than a delivery agent.

**Some of our shared commitments, on which the Labrador Affairs Office was the lead, include:**

***Northern Strategic Plan***

The *Northern Strategic Plan* for Labrador was launched on April 20, 2007 and included 145 Provincial Government commitments focusing on eight underlying themes including: Transportation; Natural Resources and Environment; Tourism and Cultural Development; Education and Employment; Health; Access to Programming and Services; Aboriginal Partnerships; and Working Together. LAO, through collaboration with provincial departments/entities and stakeholders, moved forward on Labrador's economic and social development initiatives.

The Office is responsible for ensuring that the *Northern Strategic Plan* is implemented in an effective and timely manner. This is done in collaboration with line departments/entities to monitor the progress of each individual commitment that supports the goals and objectives of the *Northern Strategic Plan*. Outcomes of the plan strongly support LAO's strategic direction to enhance social and economic development in Labrador.

***Environmental Management and Planning Consultative Committee***

The role of the Environmental Management and Planning Consultative Committee (EMPCC) is to identify potential environmental effects as a result of construction of Phase III of the Trans Labrador Highway (TLH III); discuss existing applicable resource management and planning processes; and recommend additional measures which may be required to address environmental issues. Committee representation includes appropriate provincial regulatory and resource management entities, the Innu Nation and relevant departments/entities of the Federal Government.

The EMPCC is chaired by LAO, which also co-ordinates and facilitates committee meeting activities. Issues and recommendations regarding environmental impacts during construction and operation of the TLH III are identified and relevant departments/entities/ are informed. An enforcement sub-committee was formed by the EMPCC to include expertise of pertinent departments/entities to bring forward areas of concern and possible solutions to issues and recommendations.

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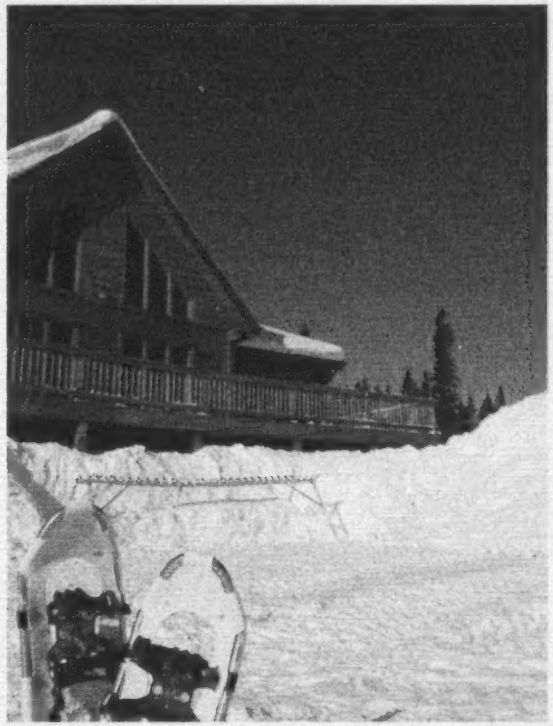
**Some of our shared commitments, on which Labrador Affairs Office participated include:**

***Lower Churchill Development***

In March 2012 the Lower Churchill Hydroelectric Project was released from Environmental Assessment. Labrador Affairs Office sits on the Province's Environmental Assessment Committee. As such, Labrador Affairs Office has been involved in reviewing and providing input on the recommendations from the Report of the Joint Review Panel that was released in August 2011.

The proposed development of the Lower Churchill will bring economic benefits to Labrador; specifically the project will generate 8,600 person-years of direct employment in Newfoundland and Labrador, with 5,400 of these person-years occurring in Labrador. When considering indirect and induced employment, more than 7,500 person-years of employment in total will take place in Labrador. To highlight the significance of the economic benefit to Labrador an average of 1,150 people will be employed per year throughout the development of Muskrat Falls with more than 75 per cent of the direct labour for the Muskrat Falls Generation Facility to be undertaken in Labrador.

The *Northern Strategic Plan* has assisted in advancing the social and economic prosperity of Labrador. Labrador Affairs Office expects that the development of the Lower Churchill will only enhance the core development of the plan, as well as the social and economic growth of Labrador.



Birch Brook ski lodge

***5 Wing Goose Bay***

In cooperation with other departments and the Town of Happy Valley-Goose Bay, LAO supported efforts to sustain and diversify operations at 5 Wing Goose Bay.

The Office also represented the Provincial Government as an ex-officio member on the Board for the Institute of Environmental Monitoring and Research. The Institute conducts and provides insightful, comprehensive, scientific research in Labrador and northeastern Quebec ecosystems affected by the low-level flying program. The Institute offers scientifically supported recommendations to the federal ministers of Environment and National Defence on policy issues relating to the impacts of low-level flying.

***Torngat Mountains and Mealy Mountains National Park Committees***

Labrador Affairs Office has non-voting observer status at meetings of the Torngat Mountains Cooperative Management Board. This Board assists Parks Canada in an advisory capacity regarding the management of the Torngat Mountains National Park, including the development of policy for visitor use of the park.

On February 5, 2010, Canada and the Government of Newfoundland and Labrador announced the commitment to create a new national park reserve in the Mealy Mountain area of Labrador. The responsible provincial and federal ministers accepted the consensus recommendations of the Steering Committee for the National Park Feasibility Study, and signed a memorandum of understanding outlining the next steps the two governments will take to establish the national park reserve, including the negotiation of a federal-provincial land transfer agreement. LAO continues to participate on the related intergovernmental advisory committee for the negotiation of a federal-provincial land transfer agreement.

***Eagle River Waterway Provincial Park***

In conjunction with the Mealy Mountain National Park announcement, the Provincial Government also announced its intent to establish a waterway provincial park to protect the Eagle River which is adjacent to the proposed national park reserve. A conceptual boundary for an adjacent waterway provincial park was identified which will include almost the entire length of the Eagle River from the headwaters to the sea. LAO was involved in the planning for the establishment of this park.

***Climate Change Ministerial Committee***

The Government of Newfoundland and Labrador believes that climate change is one of the greatest long-term challenges facing the planet, and it is committed to fulfilling the province's potential to be a global leader in this area. On August 16, 2011 Government released *Charting our Course: Climate Change Action Plan 2011* as a commitment from the 2007 Energy Plan and the *Northern Strategic Plan* for Labrador. The Minister responsible for Labrador Affairs sits on the ministerial committee overseeing progress of this strategic plan.

***Violence Prevention Initiative***

LAO was represented on the Deputy Ministers Committee for the Violence Prevention Initiative (VPI). LAO participated on the Violence Prevention Labrador (VPL) Coalition, in support of the VPI. VPL is a pan-Labrador organization whose coalition includes volunteers from like-minded organizations and community partners from all over Labrador. VPL supports and strengthens the principal of unity in diversity as a guide to provide positive leadership to end violence and promote community capacity building in Labrador communities. LAO attended VPL's Annual General Meeting held at Birch Brook Nordic Ski Club in Happy Valley-Goose Bay on June

1, 2011 and contributed to the development of its work plan for 2011/12.

***Office of Immigration and Multiculturalism***

The Office of Immigration and Multiculturalism leads the Immigration and Multiculturalism Working Group in support of Provincial Government's *Diversity – Opportunity and Growth: an Immigration Strategy for Newfoundland and Labrador* and *Multiculturalism Policy*. LAO participated on this working group and meets regularly on immigration and multiculturalism issues related to Labrador.

***Business Continuity Plan***

In an effort to minimize the impacts of disasters and emergencies on the delivery of services by government, the Government of Newfoundland and Labrador has embarked on a process to develop a modern and robust all-hazards approach to emergency management for the province. Fire and Emergency Services NL leads the development of this system which will help prepare for, mitigate impacts of, respond to and recover from disruptions, emergencies and disasters. Provincial Government departments/entities have prepared a departmental Business Continuity Plan (BCP) which will be integrated into an overall Provincial Business Continuity Plan for the Government of Newfoundland and Labrador. LAO prepared a BCP according to specified guidelines. The BCP is continually monitored and updated.

***Poverty Reduction Strategy***

Budget 2010 included an announcement of $134 million in support of the *Poverty Reduction Strategy* (PRS). The Minister responsible for Labrador Affairs served on the Ministerial Committee and LAO was represented on the Deputy Ministers Committee and the Officials Committee.

***Committee on the Inclusion of Persons with Disabilities***

The Provincial Advisory Council for the Inclusion of Persons with Disabilities advises and informs the Minister Responsible for the Status of Persons with Disabilities on matters concerning persons with disabilities in Newfoundland and Labrador. LAO is represented on the Deputy Ministers Committee.

***Labrador Training Initiatives Committee***

The Labrador Training Initiatives Committee is a joint effort of the Human Resource Secretariat and LAO. The purpose of the committee is to liaise with the Center for Learning and Development and where appropriate other agencies to ensure effective and efficient delivery of training opportunities in Labrador. The committee assesses and identifies regional training needs and works to coordinate the development and delivery of training activities related to the identified needs.

Northern Ranger entering Hopedale Harbour

***Arctic Opportunities***

The Arctic is undergoing significant change and has become an area of provincial, national and international focus as these changes present a variety of opportunities and challenges. The Minister

responsible for Labrador Affairs participated on the Ministers Committee for Arctic Opportunities. As well, the Department of Innovation, Business and Rural Development led a Deputy Minister Steering Committee and an Arctic Opportunities Working Group to coordinate government's efforts related to the Arctic; identify possible opportunities and set strategic direction for the future. Over the past year, a survey was developed and provided to provincial educational institutions and private sector entities involved in the Arctic to gauge current and future levels of Arctic activity. The Working Group developed a Phase I report that reflected analysis of Arctic Opportunities to date. LAO was represented on both the Steering Committee and Working Group and continues to support the file.

### *George River Caribou Herd*

The George River caribou herd is critically important to the cultural identity and traditions of the people of Labrador. The population of the herd declined from 776,000 in 1993 to 74,131 animals according to the 2010 census. After extensive consultations and a review of data on herd status, the Provincial Government continued with the previous year's conservation measures on the harvest management strategy including: suspension of the commercial caribou hunt, non-resident caribou hunting via the use of outfitters and the resident caribou license transfer system for Labrador residents. In addition the following measures were implemented by government: hunting season reduced from eight to three months; license sales restricted to Provincial Government offices; the license was reduced to reflect the reduction in bag limit from two to one caribou; and, a herd monitoring program was implemented. The Provincial Government intends to conduct consultations with Aboriginal organizations, the government of Quebec and other relevant stakeholders for input into a future harvest management strategy. LAO supported the efforts of the Department of Environment and Conservation (ENVC) through government's consultative process and through participation at stakeholder meetings. ENVC intends to establish a Provincial George River Caribou Herd Advisory Committee which will be responsible for promoting conservation of the herd and providing management recommendations to the Minister of Environment and Conservation. The Labrador Affairs Office will participate on this committee.

### *Air Access*

*Taking Flight: An Air Access Strategy for Newfoundland and Labrador*, was released in October of 2010. It is a five-year Provincial Government strategy aimed at enhancing air access to, from and within Newfoundland and Labrador. LAO is represented on the Air Access Deputy Ministers Committee.

**Shared commitments with community and other stakeholders include:**

### *Community Advisory Panel – Labrador West*

Community Advisory Panel (CAP) was established in Labrador City in 2006 with representatives from industry, government, NGO's and the not for profit sector. The objective is for key stakeholders in Labrador West to meet and discuss topics that affect the community. The number of community stakeholders has grown to over 20. The Iron Ore Company of Canada (IOC) initiated the organization behind CAP as a way of bringing together a cross-section of community voices to discover solutions to common issues. Today, both IOC and Cliff's Iron Mines coordinate the CAP meetings. The CAP meets two to three times per year. There are five sub-committees: Housing, Transportation, Social, Business and Tourism and Environment. LAO continues to participate in an advisory capacity.

### *Food Security Network*

Building Capacity for Food Security in Northern Labrador Coastal Communities is funded through the Public Health Agency of Canada and is led by Food Security Network of Newfoundland and Labrador (FSN). The project combines the expertise and experiences of the FSN with a variety of partners to work together on an Advisory Steering Committee in achieving community-based solutions on food security through a participatory process in Hopedale. A report on the findings of the NiKigijavut Hopedalimi project was completed in December 2010. Stemming from the success of the NiKigijavut Hopedalimi project, FSN received funding from the *Public Health Agency of Canada's Innovative Strategy* program to complete an additional project titled *Engaging Communities: Achieving Healthier Weights through Community Food Security in Remote Inuit Populations*. This project aims to develop and refine the innovative community-led food assessment model for engaging rural, remote, northern, and underserved communities and regions. The intention is to design a model to build healthier conditions for enhancing health equity and promoting healthier weights by addressing barriers to accessing nutritious food. LAO participated in the network in an advisory capacity.

### *Happy Valley-Goose Bay Homelessness/Transitional Housing Working Group*

The Happy Valley-Goose Bay Homelessness/Transitional Housing Working Group was established in late 2006 to investigate the nature and prevalence of homelessness in Happy Valley-Goose Bay. With support from the National Housing Initiative / Regional Homelessness Fund, the Group completed research and released a Community Plan in June 2007 with findings and recommendations for future actions. The two highest priority needs are interdependent and involve: the development of accessible, individual, housing units for individuals with multiple and complex needs, and the improvement of wrap around services for people with multiple and complex needs. The Labrador Friendship Centre accepted the working group's recommendation to be the proponent for this project, hired a housing development worker, a housing support worker and has a committee to advise and oversee the work. The working group consists of local stakeholders. LAO participated as a member of this working group.

### *Labrador Regional Economic Development Boards*

The Labrador Affairs Office worked with staff and board members of the regional economic development boards in Labrador to promote communication on regional economic development issues. The Labrador Boards include Hyron Regional Economic Development Corporation, Central Labrador Economic Development Board, Southeastern Aurora Development Corporation and Labrador Straits Development Corporation.

### *Destination Labrador*

Destination Labrador is a non-profit organization whose primary role is to develop and execute a tourism marketing strategy for Labrador. Destination Labrador collaborates with industry stakeholders and various government department/agencies in developing this marketing strategy. LAO continues to liaise with Destination Labrador on advancing tourism in Labrador.

***Labrador Winter Games Board***

The Labrador Winter Games provides an opportunity for Labradorians to come together to celebrate Labrador sports and culture. More than 400 participants from 25 communities throughout Labrador compete in contemporary sport and traditional skill competition such as dog sledding and snowshoeing. The Provincial Government provided $500,000 to support the 2010 Labrador Winter Games. A Labrador Winter Games Board of Directors is responsible for overseeing and managing operations of all aspects of the games. LAO is a member of the board. The next Labrador Winter Games is scheduled for March 2013.

Over looking Luce Pit at Iron Company of Canada,
From Left to right Anja Jeffrey; Director, Centre for the North Conference Board of Canada, Minister Peter Taptuna; NT, Deputy Minister Peter Vician; NWT, Minister Dave Ramsey; NWT, Keith Canning; Iron Company of Canada, Diane Cofsky; Director, Intergovernmental Relations Aboriginal and Northern Affairs Canada, Minister Nick McGrath.

# Highlights and Accomplishments

***Northern Strategic Plan***

In its fifth year, there are a total of 231 commitments totaling $630 million. LAO led this horizontal plan on behalf of the Provincial Government. The Office organized a designate session comprised of all Provincial Government departments/entities involved in the *Northern Strategic Plan* in the fall of 2011. In addition, annual executive meetings also took place in efforts to advance the *Northern Strategic Plan*.

***Transition from a Branch to an Office***

On October 28, 2011 Labrador Affairs Branch of the Department of Labrador and Aboriginal Affairs became a stand alone entity as the Labrador Affairs Office of the Executive Council. This transition required the Office to develop a new Activity Plan with more streamlined performance reporting in the annual reporting process.

***New Office planned for Labrador West***

The economy in Labrador West is expanding at a rapid pace due to significant growth in the mining industry. As such, the Provincial Government has responsibilities to monitor existing government infrastructure, programs and services to ensure current demands are met. Government plans to establish a Labrador Affairs Office in Labrador West. LAO started the recruitment process for an Executive Director position for its Labrador West office. The Executive Director position will advise the Provincial Government of requirements from both an economic and social standpoint in Labrador West. The Office is anticipated to be operational in 2012-13.

***Northern Development Ministers' Forum***

The Northern Development Ministers' Forum (NDMF) was established in 2001 to advance the diverse and common interests of northerners across the country and raise awareness among decision-makers and the public about the accomplishments, contributions and potential of the north. The NDMF focuses on current economic, fiscal and social issues of importance to the north, derived from each jurisdiction's priorities.

NDMF member jurisdictions include northern representatives from the governments of British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Québec, Newfoundland and Labrador, Yukon, the Northwest Territories, Nunavut and Canada.

From February 5 to 8, 2012 the Government of Newfoundland and Labrador hosted the NDMF in Labrador. The Provincial Government led the priority projects *Northern Directions: An Evaluation of Strategic Planning in Northern Canada* and *NDMF Terms of Reference*. *Aboriginal Economy Youth Entrepreneurships* was presented by the jurisdiction of Ontario as a follow up project to the 2010 forum in Thunder Bay.

Labrador Affairs Office represents the Province on the NDMF, with the Honourable Nick McGrath, Minister Responsible for Labrador Affairs, playing host to the 2011/12 Forum. As part of the Forum, ministers and/or their representatives participated in a tour of the Iron Ore Company of Canada's facilities at Labrador West and the Hydro facility at Churchill Falls. Senior officials enjoyed an infrastructure and cultural tour of the Happy Valley-Goose Bay region. Presentations held during the Forum included the Centre for the North - Conference Board of Canada; and the Multi-cultural Youth Gathering by the

Labrador Friendship Centre. The jurisdiction of Saskatchewan will host the next NDMF in Fall 2012.

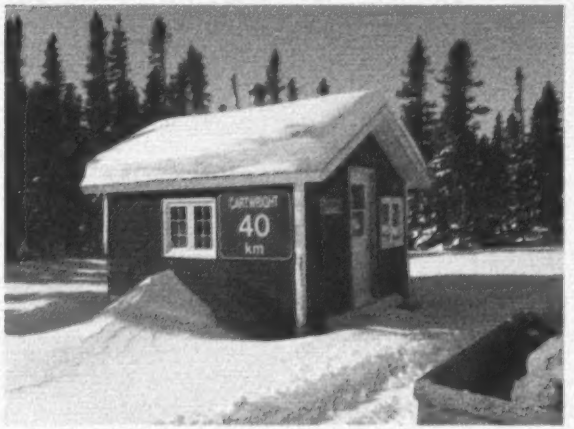
***Labrador Transportation Grooming Subsidy***

The Government of Newfoundland and Labrador continues to provide funding from the Labrador Transportation Grooming Subsidy (LTGS) to coastal communities that do not have year-round road connections to other areas of Labrador. This subsidy supports the departmental strategic direction to improve economic and social development in Labrador. The Provincial Government provides support to regions along the north and south coasts of Labrador for maintenance of the winter trail systems. The Inuit Community Governments of Hopedale, Postville, Makkovik, and Rigolet, as well as the Eagle River Development Association, Labrador White Bear Development Association, Mud Lake, Town of North West River and Grand River Snowmobile Club, received funding from this program. There was much more snow in most areas of Labrador during the 2011/12 winter season than the two previous seasons and grooming requirements were exceptional. The overall operating budget for the LTGS for the 2011/12 grooming season was $326,000. Funding in the amount of $120,000 to build the groomer garage at the Town of North West River was deferred to 2011-12 with anticipated construction in 2012-13. LAO is planning to hold meetings with community groups involved in the LTGS to gather input into program administration.

***Air Foodlift Subsidy***

The Air Foodlift Subsidy (AFS) program was established by the Provincial Government in 1997 to ensure that nutritious, perishable items such as fruit, vegetables and dairy products are more affordable to Labrador's coastal communities. The subsidy supported Labrador Affairs Office strategic direction to improve economic and social development in Labrador. The AFS program is coordinated, managed and administered by LAO. As a result of the Federal Government replacing its Food Mail program with a restructured Nutrition North Canada (NNC) program effective April 1, 2011, the Government of Newfoundland and Labrador made adjustments to the provincial AFS program. Under the AFS program, a subsidy is paid to retail stores to offset the high cost of flying perishable foods into these communities. Retailers are required to pass these savings on to the consumer on the cost of goods sold.

As a result of improvements in the road system and year round ferry service to the island of Newfoundland, demand for the AFS has decreased. However, retailers in the South Coast and Straits regions of Labrador availed of the AFS in the winter 2012 due to heavy ice conditions when marine service was not available. The budget for the 2011-12 fiscal year AFS was $230,000.




Rest station on snowmobile trail to Cartwright

LAO collaborated regularly with the federal Department of Aboriginal Affairs and Northern Development Canada as well as the provincial Department of Health and Community Services and Newfoundland and Labrador Statistics Agency on the AFS program.

***Labrador Regional Senior Management Council***

The Labrador Regional Senior Management Council serves as a forum within the Provincial Government to discuss and consider means for improved service delivery within the region while also providing an opportunity for senior management to meet and provide updates on respective department/agency initiatives.

LAO has chaired the Council since 2001 and continues to co-ordinate communications between the region and Provincial Government.

***Combined Councils of Labrador***

The Combined Councils of Labrador (CCL), established in 1972, provides an opportunity for municipal leaders throughout Labrador to gather and discuss issues of mutual concern and to engage the Provincial Government in meaningful deliberations. LAO has provided annual operating funding to the Council to support community collaboration in Labrador since 2007-08. In February 2012, the CCL held its 40th Annual General Meeting in Happy Valley-Goose Bay. LAO provided support to the Provincial Ministers in attendance. LAO also worked closely with the CCL by co-ordinating and facilitating discussion on major issues in Labrador. This involvement supports the departmental strategic direction to reflect Labrador interests in provincial policy. Annual meetings between CCL board members and Provincial Government ministers took place in December, 2011.

***Newfoundland & Labrador Geographical Names Board***

Labrador Affairs Office is represented on the Newfoundland and Labrador Geographical Names Board which is led by the Department of Environment and Conservation (ENVC). Under the *Geographical Names Board Act*, ENVC has the authority to officially name all geographical features such as rivers, ponds, lakes, mountains and roads. Provincial, territorial and federal naming authorities have representation on the Geographical Names Board of Canada which is responsible for the establishment and the maintenance of national standards in toponomy.

Minister Nick McGrath at the heavy equipment simulator at the College of the North Atlantic, Labrador City

# Report on Performance

In consideration of government's strategic directions to enhance economic and social development of the Labrador region and the mandate and financial resources of the Labrador Affairs Office, the following issues have been identified as the key priorities of the Minister for the next three years. The objectives identified for the issues reflect the results expected each year of the three-year timeframe. Reporting on the objectives will be done with an annual focus. Measures and indicators are provided for the objectives of the issues to assist both the Labrador Affairs Office and the public in monitoring and evaluating success. The Office will be reporting on the same objectives and indicators for 2012-13 as 2011-12.

Advancing social and economic development of Labrador communities requires effective relationships with the residents of Labrador and other departments and entities of the Provincial Government. These relationships are enhanced by high quality communications and consultations. As a result, Provincial Government policy will more effectively reflect the interests of Labrador communities in areas such as enhanced accessibility for residents of Labrador, and the economic and social development of Labrador. Provincial engagement with resource development stakeholders in Labrador is crucial to unlocking the resource rich potential of Labrador. Input is a means to effectively managing these developments while maintaining the integrity of Labrador's cultural and social landscape.

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## Issue 1 Social and Economic Planning

The vision and mission of the Labrador Affairs Office is to ensure that Provincial Government policies and programs are appropriately adapted or modified to account for the unique needs in Labrador, in order to promote the effective social and economic development of Labrador communities. In Labrador communities "one size does not fit all" and in many cases a single size may only serve to diminish, instead of develop, the noted interests. Major resource development projects such as mineral development in Labrador West and hydro development at Muskrat Falls will provide economic opportunities as well as social challenges. Strategic planning will ensure government is prepared for future demands on existing government programs and services.

Northern Development Ministers' Forum, Happy Valley-Goose Bay, February 6-8, 2012. From left to right Minister Eric Robinson; MB, Minister Dave Ramsey; NWT, Minister Nick McGrath; NL, and Minister Peter Taptuna; NT

This can be achieved by:

- advancing the progression of social development in Labrador;
- providing leadership and supporting maximization of economic development opportunities; and,
- monitoring progress of Provincial Government commitments through the *Northern Strategic Plan* for Labrador.

These activities will lead to enhanced social and economic development as identified in the Strategic Directions. The Labrador Affairs Office will report upon the objective and indicators in each of the next three years ending March 31, 2012, 2013 and 2014.

**Report on Objective**

**2011-12**
**Objective:** Each year, the Labrador Affairs Office will have provided input to government in support of economic and social planning in Labrador.

| Measure | Provided Input |
|---|---|
| Objective Indicator | **1. Continued to monitor the initiatives under the *Northern Strategic Plan* for Labrador;** |
| Performance | A monitoring framework tracked progression of the *Northern Strategic Plan*. The monitoring process provides updated progress, by regularly engaging department/entities representatives to maintain current and accurate account of all commitments, and by regularly recording progress into the monitoring framework.<br><br>LAO advocated for *Northern Strategic Plan* goals and objectives by working closely with Provincial Government departments/entities on existing and |

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| | new *Northern Strategic Plan* commitments and monitoring all monies spent to support *Northern Strategic Plan* initiatives.<br><br>On October 3, 2011 all designates attended a *Northern Strategic Plan* planning session held in St John's where input was received from designates on commitment progress, benefits of the NSP, lessons learned, discussion on the monitoring process and discussion around changes in Labrador since the *Northern Strategic Plan* was implemented.<br><br>Executive meetings were held in St John's from November 28 to December 2, 2011 to discuss the status of the *Northern Strategic Plan* and any potential initiatives that could be considered to support its goals and objectives in the upcoming budget process.<br><br>During 2011-12 LAO worked with the Budgeting Division of the Department of Finance, to update and review financials of *Northern Strategic Plan* commitments. |
| Objective Indicator | **2. Supported social and economic development consultations in Labrador;** |
| Performance | Social and economic development in Labrador is supported through government consultation processes. LAO provides advice to Provincial government departments/entities seeking input from residents of Labrador. Oftentimes LAO will provide advice on appropriate locations and dates for consultations. LAO is asked for input on invitation list and feedback on sensitive issues that department/entities should be aware of.<br><br>The following provides details on how LAO supports these consultation processes.<br><br>LAO provided advice to government on Labrador issues in preparation of the pre-budget consultations.<br><br>The Department of Natural Resources started a series of themed consultation sessions in 2011/12 to gather input from stakeholders towards the development of the Forestry Management Five-Year Operating Plan for District 19 (central Labrador). Natural Resources also conducted a public consultation with stakeholders in Happy Valley-Goose Bay on the 20 year Province-wide Forestry Management Plan. LAO supported Natural Resources through attendance during these consultation sessions. LAO also provided input on communication material and assisted in the coordination of stakeholder meetings.<br><br>The Arctic Opportunities Working Group consulted with educational institutions and the province's private sector for current and future arctic activities. A survey was distributed and responses analyzed to determine the province's current position in the Arctic. The survey helped inform Phase II of government's arctic opportunities initiative. LAO participated on the Arctic Opportunities Working Group and provided the Group with a strong northern/Aboriginal perspective. |

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| | The Office led meetings and discussions with service providers and stakeholders of the Air Foodlift Subsidy and the Labrador Transportation Grooming Subsidy to receive feedback on program administration.<br><br>Staff of LAO attended Annual General Meetings of the Labrador Regional Economic Development Boards. In the fall 2011, Minister McGrath attended meetings on Labrador's south coast with the Southeast Aurora Development Corporation and the Labrador Straits Development Corporation regional economic development boards. |
| Objective<br>Indicator | **3. Collaborated with provincial government departments/entities to advance economic and social development;** |
| | Economic and social development advancement in Labrador often requires collaboration involving Provincial Government departments/entities.<br><br>The Lower Churchill Environmental Assessment Panel hearings were supported by LAO through executive representation on the Deputy Ministers committee.<br><br>LAO chairs the Labrador Senior Management Council (LSMC) which brings together Provincial government senior management officials on a regular basis. In the fall of 2011 The Office arranged the Department of Finance to present on Demographics and Community Accounts to the LSMC and other Provincial Government staff. |
| Performance | All provincial departments/entities that have commitments in the *Northern Strategic Plan* were contacted regularly over the past year to provide updates on their specific commitments.<br><br>LAO consulted with executive and designates from government departments/entities with commitments that fall under themes of the *Northern Strategic Plan*.<br><br>The Centre for the North (CFN) - Conference Board of Canada conducts research on northern issues. LAO participated on that board. LAO consulted with colleagues on the terms of references for specified research conducted by CFN and provided feedback on its draft reports.<br><br>On December 21, 2011 Innovation, Business and Rural Development, along with the Federal Government, Nalcor Energy and Bell Aliant announced a $24 million investment to increase broadband services in Labrador. LAO participated on a committee made up of Provincial Government |

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| | departments/entities, Federal Government departments and private industry that advocated for increased broadband in Labrador.<br><br>LAO attended Destination Labrador's stakeholder sessions with Labrador operators and all levels of government and key stakeholders in the tourism industry in efforts to advance the Labrador tourism industry.<br><br>LAO attended a meeting with Human Resource Secretariat on Labrador public service demands; with an emphasis on Labrador West. |
| Objective Indicator | **4. Provided advice regarding consultations with residents of Labrador on resource management and development in Labrador;** |
| Performance | Residents of Labrador are consulted on resource management and development through consultations. Government often seeks advice from LAO on its perspectives on important issues.<br><br>LAO provided input to Environment and Conservation on communication material related to the George River Caribou herd and its effeort towards development of a management strategy for the herd. Additionally, LAO provided advice on stakeholder engagement; targeted feedback stakeholder list and provided feedback on meeting dates.<br><br>The Office continued to support the Department of Natural Resources on consultations regarding the Lower Churchill development project.<br><br>LAO provided advice to the Community Advisory Panel in Labrador West which was led by the Iron Ore Company of Canada and Wabush Mines.<br><br>The Minister Responsible for Labrador Affairs and other LAO staff attended the Northern Lights Business and Cultural Showcase that took place at the Ottawa Convention Centre, February 1 – 4. LAO was consulted by other participating departments/entities on details of the showcase and recommended level of participation. |

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| Objective Indicator | **5. Advocated for federal investment and policies that are reflective of the economic and social needs and opportunities in Labrador communities;** |
| Performance | The Federal Government is a major partner in the social and economic development of Labrador communities.<br><br>LAO worked with Intergovernmental and Aboriginal Affairs Secretariat and the Provincial Government to provide advice to the Federal Government through meetings, letters, and representation on relevant intergovernmental committees.<br><br>There have been major initiatives in Labrador communities where LAO strongly encouraged the Federal Government for investment such as:<br><br>• Lower Churchill development;<br>• Marine, air and road transportation;<br>• 5 Wing Goose Bay;<br>• Labrador Aboriginal Training Partnership;<br>• Air Foodlift Subsidy; and,<br>• Torngat and Mealy Mountain National Parks<br><br>The Office has been involved in advocating for a loan guarantee from the Federal Government on the Lower Churchill Development project. The Province asked the Federal Government to commit to a 50/50 cost-sharing agreement to complete the Trans Labrador Highway.<br><br>LAO played an active role in efforts to promote base facilities at 5 Wing Goose Bay for military purposes, and to explore non-military alternative uses. Advice was provided on options to sustain a military presence at 5 Wing Goose Bay, options for non-military uses of base facilities, and options to diversify the local economy including fulfilling the federal commitment to a rapid reaction force and unstaffed aerial vehicle (UAV) squadron for 5 Wing Goose Bay. This was achieved by maintaining positive relationships with 5 Wing Goose Bay, and through coordination of information pertaining to 5 Wing Goose Bay with Intergovernmental and Aboriginal Affairs Secretariat.<br><br>LAO also attended meetings organized by Intergovernmental and Aboriginal Affairs Secretariat with the Department of Foreign Affairs and International Trade (DFAIT). The meetings provided DFAIT with insight on major resource developments in Labrador, specifically mineral development in Labrador West.<br><br>The Provincial Government is a member of the Northern Development Ministers' Forum (NDMF). As mentioned, the NDMF was formed to advance the diverse and common interests of Northerners in Canada while raising awareness among decision-makers and the public about the accomplishments, |

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| | contributions and potential of the North. Through the NDMF, LAO advocated for provincial and territorial interest. These interests are reflected to the Federal Government through Aboriginal and Northern Development Canada. At the February 2012 Forum, as host, the Minister Responsible for Labrador Affairs offered to address Federal Government participation on the NDMF with federal ministers of Aboriginal and Northern Development Canada and Intergovernmental Affairs. |
| Objective Indicator | **6. Supported government's efforts to increase public infrastructure and major resource developments in Labrador.** |
| | There are opportunities for the Provincial Government to increase public infrastructure in Labrador such as transportation links, schools and hospitals to ensure effective delivery of Provincial Government programs and services in the region. There are major hydro and mineral resource development initiatives in Labrador. LAO supports government's effort to increase public infrastructure and major resource developments initiatives through regular correspondence, joint news releases, letters, government papers and providing advice to government on Labrador issues. LAO ensures that all government commitments that fall under themes of the *Northern Strategic Plan* are monitored.<br><br>LAO worked on establishing an office in Labrador West to provide advice on social and economic issues as a result of major mineral exploration and development. Opening the office in Labrador West will provide further access to government for the people of Labrador.<br><br>Through the NDMF, LAO worked with other jurisdictions in Canada to develop a report on *Strategic Planning in Canada's North*. Part of the NDMF conference also included an Aboriginal Youth Entrepreneurship presentation and establishment. These topics consider northern infrastructure and resource development. |
| Performance | The Office attended training facilitated by Environment Canada on how to monitor impacts of the potential effects of major resource development activity. |

## Issue 2 Policy and Programs

Residents of Labrador have unique social and economic needs, resulting from historic, social, cultural, and geographic factors. Provincial Government policy and programs that do not reflect these unique needs are less likely to advance the social and economic development of Labrador communities. Therefore, it is the ongoing mission of the Labrador Affairs Office to advocate for the appropriate consideration and integration of these unique needs into provincial programs and services. LAO needs to be aware of all Provincial Government policy and programs related to Labrador as well as be knowledgeable of all attributes of the region. The Labrador Affairs Office will play a key role in ensuring that information and advice regarding these factors informs Provincial Government policy and programs.

This can be achieved by:

- supporting equitable programs, services and infrastructure to facilitate enhanced accessibility for the residents of Labrador;
- encouraging communications and partnerships with governments, communities, organizations and other stakeholders; and,
- providing a Labrador perspective on Provincial Government policy documents.

The Labrador Affairs Office will report upon the objective and indicators in each of the next three years ending March 31, 2012, 2013 and 2014.

Cain's Quest Snowmobile race, Labrador City

**Report on Objective**

**2011/12**
**Objective:** Each year, the Labrador Affairs Office will have provided input regarding Labrador interests in government policy and programs.

| Measure: | Provided Input |
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| Objective Indicator | **1. Provided input on Labrador perspectives in the development of government policy and programs;** |
| Performance | LAO continued to provide input to ensure Labrador perspectives are considered when developing government policy and programs. This was achieved by providing advice on Labrador perspectives to government papers on policy and program development. LAO also advocated Labrador perspectives through participating on interdepartmental working groups. LAO also attended regularly scheduled ministerial and ADM meetings.<br><br>The Office also led the development of government policy on programs it administered including Air Foodlift Subsidy, Labrador Transportation Grooming Subsidy, Combined Council of Labrador and Youth Conference grant.<br><br>LAO communicated with departmental designates on the *Northern Strategic Plan*.<br><br>As well, LAO reviewed resource development applications and environmental assessment processes to ensure Labrador perspectives were considered. This review ensures Labrador perspectives that are potentially affected by proposed developments are considered.<br><br>The Office worked with the Provincial Government Programs Office of Cabinet Secretariat in the review of provincial programs that have components unique to Labrador. |

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| Objective Indicator | **2. Monitored provincial government initiatives related to Labrador;** |
| Performance | LAO provided comments on draft Strategic Plans, Business Plans and Activity Plans of Provincial Government departments/entities. These documents help LAO remain informed of Labrador related activities by other departments/entities. Additionally, LAO provided further input on documents to ensure Labrador relevancy and accuracy<br><br>The Office led the development of government policy concerning the programs it administers including the Air Foodlift Subsidy, Labrador Transportation Grooming Initiative, and the *Northern Strategic Plan* for Labrador.<br><br>All Provincial Government commitments that fall under themes of the *Northern Strategic Plan* are captured under its monitoring framework. Progress and financial updates to these commitments are entered into the monitoring framework on a regular basis.<br><br>LAO officials track Provincial Government News Releases to ensure Labrador related initiatives are effectively noted and that relevant officials are aware of governments ongoing initiatives across its departments/entities. |
| Objective Indicator | **3. Provided analysis to government on issues related to Labrador;** |
| Performance | The Provincial Government seeks input from LAO on issues related to Labrador. The Office provides in-depth analysis to government through reviews of government papers, budget documents, briefing note collaboration, joint news releases and day to day correspondence. LAO ensures that the Labrador lens is accurately reflected and is considered in Government submissions.<br><br>LAO's analysis balances the Labrador interest with that of the provincial interest, as a whole. Analysis is applied not only through document review but also by public and internal government meetings/discussions.<br><br>The Office actively participated in a number of initiatives and working groups on issues affecting the residents of Labrador such as: |

- Labrador Regional Senior Management Council;
- *Violence Prevention Initiative*;
- Business Continuity Plan;
- Regulatory Reform Initiative;
- Natural Areas System Plan; and,
- Provincial Coastal and Oceans Network.

LAO also helped facilitate and coordinate many meetings unique to the concerns of residents of Labrador people, such as:

- Environmental Management and Planning Consultative Committee meetings;
- Northern Development Ministers' Forum;
- Labrador Regional Senior Management Council meetings;
- Labrador Aboriginal Training Partnership meetings;
- Combined Councils of Labrador; and,
- Mealy Mountains and Torngat Mountains National Park meetings.

| Objective Indicator | **4. Participated in inter-departmental working groups/committees to provide input on a Labrador perspective;** |
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Performance

LAO participated on the following interdepartmental working groups/committees to provide input on a Labrador perspective:

- Pre-Budget Consultations in Labrador West and Central Labrador;
- Needs Assessment Survey on Labrador West;
- Alderon Kami project Environmental Assessment Working Group;
- Nalcor Lower Churchill Project Transmission Line Information Sessions;
- Nalcor Lower Churchill Project Generation Project Information Sessions;
- Arctic Opportunities; and,
- *Northern Strategic Plan* designate and departmental executive sessions.

In addition to these interdepartmental groups LAO also worked with groups outside of government to provide input from a Labrador perspective such as:

- Labrador Salmonid Advisory Committee;

- Institute for Environmental Monitoring and Research;
- Environmental Management and Planning Consultative Committee;
- Technical Environmental Review Committee under the Voisey's Bay Environmental Management Agreement;
- Labrador Aboriginal Training Partnership;
- Violence Prevention Labrador;
- Community Advisory Panel;
- Lower Churchill Falls Generation Project, Environmental Assessment Panel Hearings, Happy Valley-Goose Bay; and,
- Torngat and Mealy Mountain National Parks committee sessions.

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| Objective Indicator | **5. Supported government consultations to enable Labrador perspectives to be considered;** |
| Performance | The Provincial Government conducts consultations to gather input into the decision making process on government policy. LAO ensured that Labrador perspectives were considered during these government consultations. On a regular basis, Provincial Government departments/entities engage the Office for advice on how to effectively consult people from Labrador communities.<br><br>Government consultations supported by LAO over the past year include:<br><br>• George River Caribou Herd consultations;<br>• Continued to communicate with designates and departmental executive involving the NSP;<br>• 5 year Forestry Management Operating Plan for district 19 (central Labrador) and province-wide consultations on the province's 20 year Forestry Management plan;<br>• AFS food surveys were conducted in eligible communities along the north coast and south coast of Labrador;<br>• Arctic Opportunities stakeholder survey; and,<br>• Teleconferences were conducted with service providers that delivery the Labrador Transportation Grooming Subsidy in remote regions of Labrador. |

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| Objective Indicator | **6. Monitored Labrador Affairs Office specific programs to ensure effective program delivery.** |
| Performance | LAO administered the following Labrador-specific programs: Air Foodlift Subsidy, Labrador Transportation Grooming Subsidy, Combined Councils of Labrador Grant and the Youth Conference Grant. Administration of these programs was supported by Office staff including: Director, Senior Analyst, Program Coordinator and Trail Inspector. Each program was monitored on a regular basis to ensure operation was within the budget allocation while satisfying program objectives. Public awareness of program availability was communicated regularly to stakeholders. LAO worked with the Department of Finance to ensure funding subsidies and grants were provided to stakeholders / community groups in a timely manner. LAO maintains effective communication links with stakeholders / community groups which provide valuable feedback that is considered in program administration.<br><br>The Office worked with Provincial Government Programs in 2010/11 in completing a program evaluation on the Air Foodlift Subsidy. Results of this evaluation informed Government upon the introduction of the federally funded Nutrition North program change in 2011/12 that minimized stakeholder demands on the AFS. AFS food surveys were conducted to monitor food prices to ensure customers benefited from the AFS. |

Mud Lake

# The Year Ahead - Opportunities and Challenges

In the next few years Labrador will benefit greatly from major resource development initiatives. The transportation system will be further enhanced by the Provincial Government through further paving of roads, year round ferry service and an enhanced air transportation system. With current commodity prices for base metals there is great potential for development in the mining industry in Labrador West and in the Voisey's Bay area. The lift of the ban on Uranium exploration inside of Labrador Inuit Lands has the potential to lead to an important expansion of mining exploration and development in eastern/northern Labrador. Possibly the greatest economic impact in Labrador will occur with sanctioning of the Lower Churchill Hydro development project at Muskrat Falls. In support of this project, LAO has assumed responsibility of coordinating Provincial Government environmental permitting to the Provincial Government for the project. The Office will work with relevant government departments/entities and Nalcor Energy to ensure an efficient permitting process.

The massive economic activity in Labrador may cause a population increase over the coming years in some areas and place significant demands on existing government infrastructure, programs and services. LAO will work with all government departments/entities to ensure the impact on existing infrastructure such as hospitals, schools and roads are able to meet these demands. The Office will continue to support effective program delivery within Labrador. LAO plans to open an office in Labrador West to support social issues and economic opportunities around mining expansion.

Labrador Affairs Office staff at the Northern Development Ministers' Forum

There is an increase in demands for housing in Central Labrador and Labrador West which has led to housing shortages and increases in housing costs. This is in addition to an ever increasing demand for housing on the north coast of Labrador. The population increase may place additional pressure on existing wildlife and fish stocks, resulting in continued wildlife enforcement demands. Furthermore, the increase in employment opportunities will place added pressure on government's ability to recruit and retain public service employees in Labrador to ensure quality program and service delivery. The public service is already experiencing this and these challenges are reflected in *Northern Strategic Plan* recruitment commitments.

The *Northern Strategic Plan* will continue to capture Provincial Government commitments in Labrador. Government commitments in Labrador will be monitored

through the accountability framework of the *Northern Strategic Plan*. Annual meetings will be facilitated by LAO with designates and officials in Provincial Government departments/entities that have commitments in the *Northern Strategic Plan* to determine if program goals and objectives are being met. The *Northern Strategic Plan* is important to advancing social and economic development in Labrador. LAO is planning to assess and improve the monitoring framework used to update progress on *Northern Strategic Plan* commitments.

The Provincial Government continues to advocate for foreign military training and to promote diversification opportunities in the aerospace sector at 5 Wing Goose Bay.

Over the past year studies indicate that the population of the George River caribou herd (GRCH) continues to decline. LAO will participate on a Provincial GRCH Advisory Committee to support the efforts of the Department of Environment and Conservation to discuss management measures in an effort to stabilize the population of the herd and to consult with residents of Labrador.

Eligible proponents/applicants of the Air Foodlift Subsidy Program (AFS), the Labrador Transportation Grooming Subsidy Program (LTGS), and the *Northern Strategic Plan* will be dealt with in a fair and consistent manner. Timelines and budgetary constraints of each program will be taken into consideration. Based on internal analysis and feedback from community groups, LAO plans to complete a program evaluation on the LTGS in 2012/13 in conjunction with Provincial Government Programs. The Office plans to conduct a series of consultation meetings with service providers of the LTGS during the summer of 2012.

LAO will continue to hold seats on many intergovernmental and interdepartmental committees and boards. The Provincial Government will continue to meet, consult and communicate with all those committees/boards to ensure Labrador interests and concerns are being considered.

The Labrador Winter Games will be held in Happy Valley-Goose Bay in the winter of 2013. These games will provide an opportunity for residents from all Labrador communities to gather for friendly competition and the celebration of Labrador traditional and cultural winter games.

LAO will help forge and support a working relationship between Labrador businesses, municipalities and chambers of commerce in efforts to facilitate and manage economic development in Labrador.

The Office plans to assess and improve how it achieves its lines of business. Effective and efficient operations are important and will ultimately support LAO in achieving its identified goals and objectives as outlined in its Activity Plan (2011-14)

LAO is up to the challenge to ensure that unique issues of Labrador are considered in the development of government policies and programs and in social and economic development in Labrador. The Office will also monitor government programs and services in Labrador and continue administration of Labrador-specific programs.

# Financial Statements

## For the Year ending 31 March 2012 (unaudited)

| | | Estimates | |
|---|---|---|---|
| | Actual ($) | Amended ($) | Original ($) |
| **Labrador Affairs** | | | |
| Salaries | 906,801 | 1,011,300 | 931,400 |
| Employee Benefits | 6,863 | 7,000 | 5,500 |
| Travel and Communications | 161,767 | 165,000 | 151,000 |
| Supplies | 12,830 | 31,900 | 18,300 |
| Professional Affairs | 3,921 | 15,400 | 40,000 |
| Purchased Services | 182,531 | 209,400 | 223,000 |
| Property, Furnishings and Equipment | 17,320 | 27,500 | 6,500 |
| Grants and Subsidies | 526,641 | 844,000 | 844,000 |
| **Total Labrador Affairs** | **1,834,674** | **2,312,100** | **2,220,200** |

*Report on the Program Expenditure and Revenue of the Consolidated Revenue Fund will be made available to the public on the Department of Finance's website immediately upon completion and public release, anticipated to be in July or August (UNAUDITED).

To obtain a copy of this report:

**Online:**
Website: www.gov.nl.ca/laa

**Paper:**
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